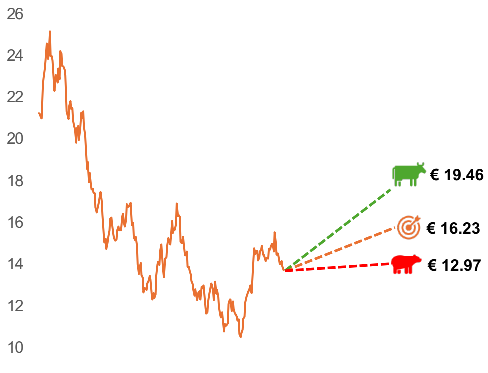
Recomendation	BUY
Ticker	TKWY.AS
Stock Exchange	AEX
Headquarter	Amsterdam
Industry	Internet (Services) Restaurant/Dining
Sector	Consumer Cyclical
Current Price	€12.64
Target Price	€16.23
Date	31-12-2024
52-Week High	€16.77
52-Week Low	€10.01
Market Value	€2.58B
Shares Outstanding	219.966M
Free Float	180.72M



Valuation	Target Price
DFC	€ 16.23

Investment Summary

The team issues a **BUY** recommendation for JustEat Takeaway (also noted as JET in this report) forecasting a one-year target price of €16.23 representing a 22.02% upside from its closing price on the 31st of December 2024. This target price was derived from a three-stage Discounted Free Cash Flow to the Firm model (FCFF). Our recommendation was also based on 4 main investment drivers: (1) Strong global presence and diversification into online grocery shopping, (2) Scalability and potential growth of food delivery industry, (3) Technological Advancement and Operational efficiency and (4) Strong commitment to environmental, social, and governance (ESG) principles

Investment Drivers

Strong global presence and diversification into online grocery shopping | With over two decades of operation and a series of acquisitions, JET has consistently demonstrated its commitment to expanding into new geographic regions while maintaining a competitive edge against market rivals. Today, it stands as a leading player in the industry, leveraging its strong global presence to diversify revenue streams and spread risk across regions. The company's strategy balances global diversification with a focus on long-term profitability, as evidenced by its recent exits from unprofitable markets. This approach highlights JET's commitment to sustainable growth, ensuring that diversification is pursued not for its own sake but as part of a thoughtful strategy to strengthen its global footprint. However, in a highly competitive market, JET must continue to capitalize on its robust partnership network and enhance its brand reputation to attract and retain a growing customer base, ensuring sustained success in its diversified operations.

Technological Advancement and Operational efficiency | The rapid advancement of technology and artificial intelligence has transformed the food delivery market. JET's consistent investment in these areas aims to increase operational efficiency through innovations like route optimization and AI-driven analytics. These improvements reduce delivery times and costs which will boost in the future profit margins while enhancing customer satisfaction. Additionally, efforts to improve app usability and deliver personalized recommendations provide JET with a competitive edge in a crowded marketplace. By prioritizing tech integration, Just Eat is well-positioned to maintain and also increase its relevance in the digital food delivery sector. However, sustaining this tech-driven growth requires ongoing reinvestment in technological innovation, which may extend periods of negative cash flow.

Scalability and potential growth of food delivery industry |The food delivery industry is poised for long-term growth, driven by shifts in consumption habits accelerated during the pandemic, advancements in technology, and the ongoing expansion of global e-commerce. The increasing prevalence of urban lifestyles, characterized by busy schedules and a growing reliance on digital platforms, further fuels demand for convenient food options. These trends present JET with significant opportunities to innovate and enhance its platform, ensuring a seamless and efficient ordering experience for its customers.

Strong commitment to environmental, social, and governance (ESG) principles | JET shows its commitment to ESG principles. Firstly, JET takes several proactive environmental measures such as investing in eco-friendly packaging, working with vendors that prioritize environmentally friendly sourcing, and reducing carbon emissions by optimizing delivery routes and providing couriers with bikes, e-bikes, and e-mopeds across its hubs. JET holds certifications for data privacy and security, ensuring compliance with stringent regulations. Positive worker ratings, compared to industry peers, underscore JET's social responsibility initiatives. These efforts, combined with a strong governance structure and consistent ownership framework, reflect a structured yet evolving commitment to ESG compliance. This commitment is vital for attracting socially conscious investors and enhancing the company's brand reputation.

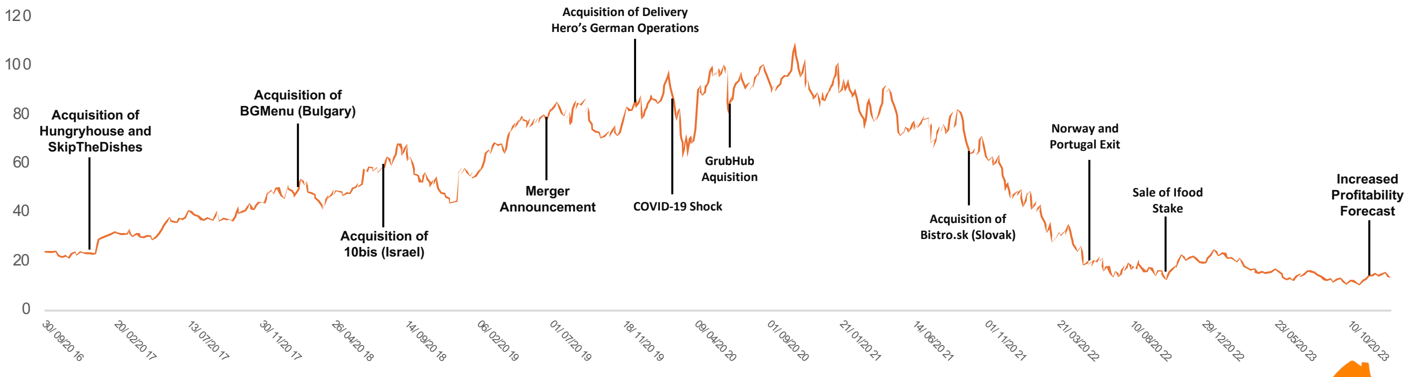
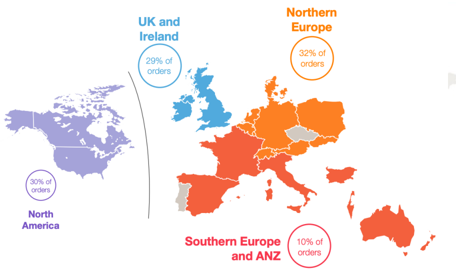


Figure 1: JET Segments

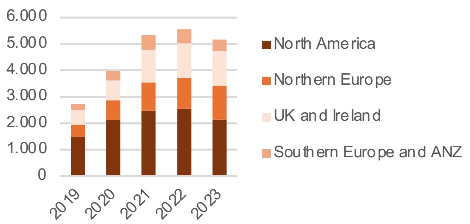


Source: JET's Annual Report

Figure 2: Business Model

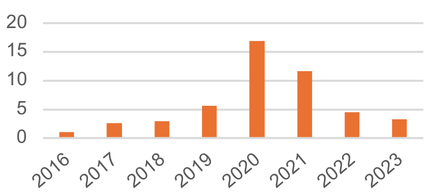
Source: JET's Annual Report

Figure 3: JET's Revenue 2019-2023, by region



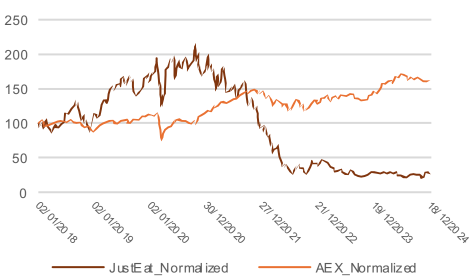
Source: JET's Financial Reports.

Figure 4: JET's Market capitalization from 2016 to 2023 (in billion US$)



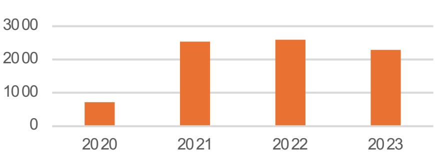
Source: CompaniesMarketCap.com

Figure 5: Just Eat TakeAway vs AEX Index Returns



Source: Yahoo Finance

Figure 6: JET's Courier costs worldwide from 2020 to 2023 (in million euros)



Source: JET's Financial Reports.

Business Description

Just Eat Takeaway is an online food delivery platform, formed in January 2020 by the merger of two firms: a Dutch-origin company Thuisbezorgd.nl (founded in 2000) and a Danish company based in London, Just Eat (founded in 2001). During 20 years of operation, both firms have expanded through multiple acquisitions with other brands, turning from a local to a multinational food delivery service. The merger together with the acquisition of an American firm Grubhub and a Slovak firm Bistro.sk in 2021 marked the first step of JustEat Takeaway officially entering the global market for food deliveries, offering services in more than 24 countries and becoming one of the key players in this industry.

Key Markets | The company operates in four primary segments, namely North America, Northern Europe, United Kingdom & Ireland, and Southern Europe & ANZ, reaching 84 million active customers (Figure 1). In 2023, Northern Europe led in growth with high profit margins, while North America and Southern Europe faced declines in gross transaction value (GTV) due to economic pressures and post-pandemic adjustments. Recently, Takeaway is reaching more local customers in Germany, Austria, and Spain markets through a partnership with Amazon to offer free food delivery services if they link their accounts from both platforms. Furthermore, the company has opted to strategically move away from the U.S. market due to considerations of market expansion, competitiveness, and growth potential in other regions.

Business Model | As an on-demand food delivery platform, the core operation of Just Eat Takeaway is to match customers' demands with near-by restaurants, grocery stores and retailers (Figure 2). They are centered on two business models: a marketplace model and a delivery service model. First, the digital application creates a food marketplace for customers and food suppliers to connect. Then the delivery model is applied if the customer has further requests for food delivery, the courier is assigned to take over the shipment. This model provides multi-sided customer segments food consumers and restaurants. Considering the value proposition toward both sides, JustEat Takeaway provides consumers with the conveniences and comfort. Consumers can just sit at home but still see a variety of food offers around them and likewise have the option to have the meals delivered to their doorstep. On the other side, it offers the restaurant the accessibility to reach other customers beyond the eat-in ones and as a result receive an additional number of orders. Four main streams of revenues arise from subscription fees, commission fees, delivery and service fees, and advertising fees. JustEat Takeaway charges an initial subscription fee on restaurants or retailers for entering the marketplace and connecting with application users. The primary sources of revenues derive from commission fees of an order placed on food providers. It is between 10% and 15% but depends on the bargaining power of the provider. A part of their revenues also stemmed from delivery fees paid by consumers. Lastly, revenues yield from advertising fees and the sales of merchandise and packaging. This business model ensures the company's operation and growth in the competitive market.

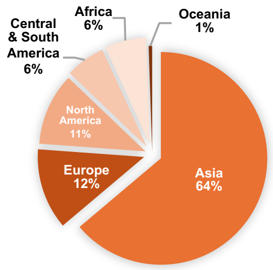
Strategy | Guidaded by its vision of "Empowering Everyday Convenience," JustEat Takeaway focuses on (1) Expanding choices, (2) Enhancing delivery efficiency, and (3) Strengthening market presence. To achieve the goals respectively, they determined on clear key actions:

1. Expand local coverage and offerings globally, scale grocery and non-food services, grow the JET loyalty program, and boost brand loyalty through partnerships and value, reaching 699 thousand partners by the end of 2023
2. Unify tech platforms for a top-tier global experience, expand efficient logistics, and enhance customer care with automated self-service solutions.
3. Build a high-performing, inclusive team and integrate sustainability across our business and community impact. JET saw an increase from 44% in 2022 to 60% in 2023 covered in renewable electricity contracts.

Technological Innovation | Following the trends in this digitalisation age, Just Eat Takeaway.com must continue to advance and innovate their technology, fostering a more seamless experience to sustain their growth and compete in the market of food deliveries services. Just Eat Takeaway are currently testing out some of their technology innovations, such as AI assistant chatbot, advanced personalisation and robot deliveries for short distance, such as deliveries within university campus in the US.

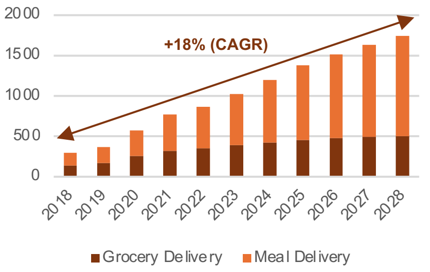
Financial Overview | In 2023, Just Eat Takeaway.com reported significant growth in several financial metrics. Gross Transaction Value (GTV) reached €26.4 billion, reflecting the platform's scale with 891 million orders processed. Adjusted EBITDA improved notably to €324 million, up from €19 million in 2022, driven by cost optimization and operational efficiencies. Advertising revenue also grew to €208 million, a 28% increase over the previous year. The company continued to expand its grocery and retail services, ending 2023 with approximately 46,000 retail partners on the platform. However, certain segments, such as North America and Southern Europe, faced challenges with lower order volumes, highlighting regional variability in performance (Figure 3).

Figure 7: Share of online food delivery users 2024, by region



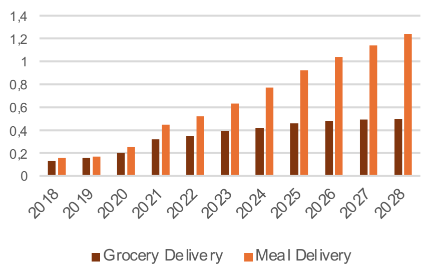
Source: Statista.

Figure 8: Global Online food delivery revenue forecast in billion US$ from 2018 to 2028



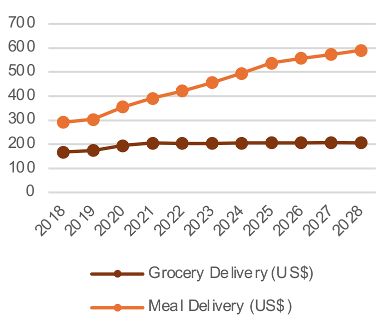
Source: Statista.

Figure 9: Global Online food delivery users forecast in billion US$ from 2018 to 2028



Source: Statista.

Figure 10: Average revenue per user forecast in thousand US$ from 2018 to 2028



Source: Statista.

Figure 11: Global consumer spending per capita in US$, per spending type

	Spending in 2023	CAGR 2023-2029
Consumer spending	US$7,510	+4.1%
Consumer Spending Food	US$1,216	+5.2%

Source: Statista.

Industry Overview and Competitive Positioning

Industry Overview

The industry in which Just Eat Takeaway operates is the online food delivery market. As a platform, it connects customers with local restaurants and facilitates food orders through a mobile application. Beyond meal delivery, the company has expanded its services to include grocery shopping, allowing users to purchase non-prepared food, beverages, housekeeping supplies, and personal care products. The online food delivery market is segmented into two main categories. The first is restaurant-to-consumer delivery, which involves restaurants that provide their own delivery services but use third-party platforms for increased visibility and customer engagement. The second is platform-to-consumer delivery, where platforms themselves manage delivery services, often relying on independent contractors or third-party logistics to ensure efficiency. Globally, U.S.-based Uber Eats leads the market, followed by Berlin-based Delivery Hero, while the European market shows steady growth across meal and grocery delivery, with user numbers projected to exceed 400 million by 2028.

In 2024, Asia accounted for approximately 64% of online food delivery users, making it the largest market globally. Europe and North America followed with 12.2% and 10.9% of the global user base, respectively (Figure 7). Overall, the number of online food delivery users worldwide was estimated at nearly 2 billions by 2029 (Figure 9). This rapid expansion is partly due to changes in customer preferences, the demand for convenience, greater digital adoption, and the impact of the COVID-19 pandemic (Figure 8). Within this competitive industry, Just Eat Takeaway faces major rivals, including Uber Eats, Deliveroo, DoorDash and Delivery Hero. These competitors vie for market share by offering faster deliveries, user-friendly app features, a wider selection of restaurants, and competitive pricing. While Uber Eats and DoorDash dominate in North America, JET's strength lies in its well-established presence in Europe.

The food delivery market has evolved significantly through distinct replacement waves, which highlight shifts in consumer behavior. The first wave primarily replaced specific eating scenarios, such as weekend dinners or gatherings where customers preferred not to cook. At this stage, platforms focused on delivering pizza and fast food, which were already familiar to consumers. The second wave expanded the scope of delivery services with companies like Just Eat, Deliveroo, and Uber Eats introducing casual and premium dining options. This wave catered to customers seeking greater variety, including healthier alternatives to fast food, and began replacing traditional restaurant visits. The third wave, which was accelerated by the pandemic, integrated food delivery into daily life. Platforms expanded their offerings to include grocery and convenience store deliveries, blurring the lines between dining and general consumption habits. These developments have embedded delivery services into consumers' routines more deeply than ever before.

The industry's rapid growth has been accompanied by emerging trends and key value drivers. Sustainability has become a focal point, with platforms adopting eco-friendly practices to reduce their environmental impact. Technological advancements, such as the use of artificial intelligence, drones, and machine learning, are transforming logistics by optimizing delivery routes, reducing times, and enhancing customer satisfaction. Additionally, new services like virtual kitchens—restaurants designed exclusively for delivery—are reshaping the competitive landscape. Customer expectations for convenience and speed continue to drive the industry forward, as consumers increasingly prioritize seamless ordering experiences that guarantee fresh, high-quality meals. Platforms with extensive restaurant networks maintain a competitive advantage by offering greater variety, which increases customer retention and boosts order volumes. Investments in AI and machine learning further enhance operational efficiency, enabling platforms to optimize delivery routes, personalize recommendations, and reduce costs, which is critical given the narrow profit margins in the sector. Flexible pricing models, such as subscription-based delivery passes and loyalty programs, also play a significant role in encouraging repeat orders and stabilizing revenue streams.

However, the industry is not without its challenges. Labor classification remains a contentious issue, as platforms rely heavily on independent contractors for delivery services. Regulators are scrutinizing how delivery riders are treated, with concerns about income stability, working conditions, and safety. Profit margins are also under pressure due to intense competition, which has forced companies to lower commissions and delivery fees. This price sensitivity, coupled with low customer loyalty, requires ongoing investment in marketing and retention strategies to maintain a stable user base. High operational costs related to logistics and labor further exacerbate the financial strain. Another persistent challenge is ensuring customer satisfaction and maintaining food quality during delivery. Factors such as temperature control, packaging, and delivery times can impact food appearance and flavor, and any lapses can lead to negative reviews and dissatisfied customers.

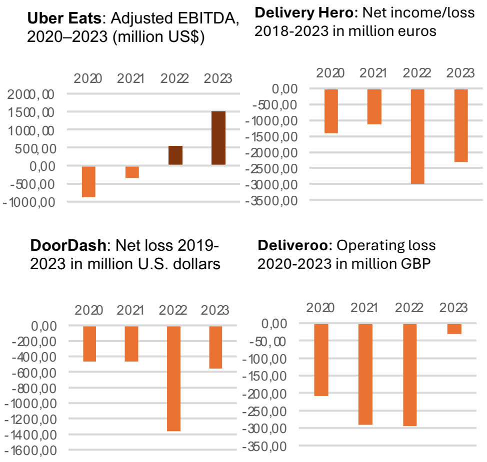
Despite these challenges, the market's growth trajectory remains robust (Figure 8). In 2021, the global food delivery market was valued at approximately $150 billion, nearly double its size in 2017. This expansion has been driven by increased consumer adoption, technological advancements, and changes in dining habits accelerated by the pandemic (Figures 10, 11). By 2025, the market's global value is expected to surpass €200 billion, driven by rising digital penetration and the growing demand for convenience. Analysts project a compound annual growth rate (CAGR) of 10–12% over the next decade, with the industry potentially reaching $365 billion by 2030. This sustained growth underscores the sector's increasing relevance and its ability to adapt to evolving consumer needs and technological advancements.

Figure 12: Market Competitors

Company	Main Market	Revenue (billions US$, 2023)
Uber Eats	United States	US$ 12,2 billions
Doordash	United States	US$ 8,64 billions
Deliveroo	United Kingdom	US$ 10,97 billions
Delivery Hero	Germany	US$ 10.2 billion

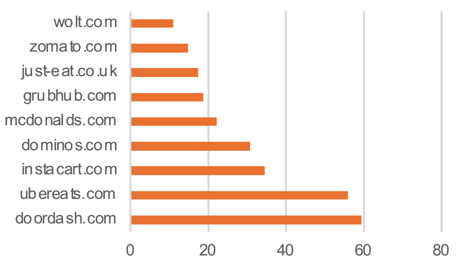
Source: Competitor's financial statements.

Figure 13: Competitors Profitability



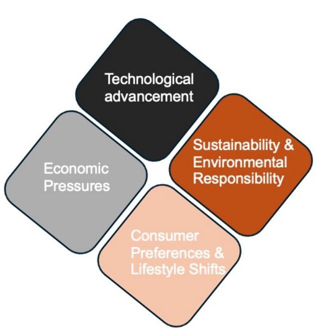
Source: Competitor's financial statements.

Figure 14: Number of visits to leading online food delivery websites worldwide in June 2024 (in millions)



Source: Statista

Figure 15: Megatrends



Source: Annual Report

Competitive Positioning

Just Eat maintains a significant market share across multiple regions and remains the leading platform overall, particularly for takeaway orders from nearby restaurants. However, it faces strong competition in the UK from Uber Eats and Deliveroo.

The company's primary competitors include Uber Eats, DoorDash, Deliveroo, and Delivery Hero (Figures 12, 13). In this highly competitive environment, businesses compete on several fronts, including pricing strategies (such as discounts and promotions), delivery speed, restaurant variety, and exclusive offers. Just Eat distinguishes itself by focusing on takeaway orders rather than emphasizing immediate delivery, which sets it apart from its rivals.

Barriers to entry in the food delivery market are defined by several factors. Economies of scale are critical for maintaining cost efficiencies, while the strength of networks and partnerships significantly enhances the appeal of a platform—the larger its base of customers and restaurant partners, the more attractive it becomes. Furthermore, established brands benefit from customer loyalty, which is reinforced by substantial investments in marketing and retention initiatives. Despite these barriers, the threat of new entrants remains considerable, given the potential profitability of the sector (Figure 16, Appendix 2).

To gain a competitive edge, companies must leverage robust networks and partnerships, execute effective marketing strategies to build brand reputation and expand their customer base, and offer market-specific customization. Research and development (R&D) is also pivotal to success, as technological innovation is essential for enhancing user experience and operational efficiency. Additionally, with growing consumer awareness of sustainability, investment in eco-friendly practices is increasingly vital for maintaining a positive brand image and meeting evolving customer expectations.

While patents are not a dominant feature of the industry, platforms invest heavily in developing AI-driven logistical systems and proprietary algorithms to optimize operations. Just Eat, in particular, holds certifications for data privacy and security, ensuring compliance with stringent regulations such as GDPR in Europe.

Key Megatrends

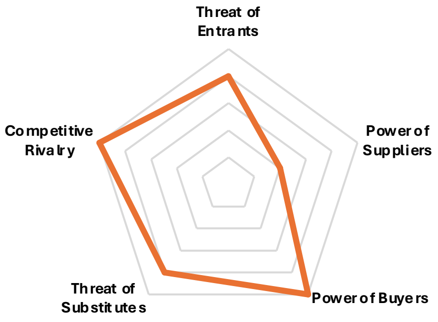
Technological Advancement | The rapid development of digital technology and artificial intelligence is transforming the food delivery landscape, with global demand for advanced tech-enabled services showing no signs of slowing. Major players in AI and automation, such as Google and Amazon, are investing billions into AI research and applications for logistics, personalization, and customer service to meet future industry demands. Just Eat's Impact: Just Eat is capitalizing on AI to optimize delivery logistics and create a highly personalized ordering experience, helping retain customers and increase order frequency. Their investments in AI-driven route planning and order suggestions provide a competitive advantage by improving efficiency and customer satisfaction. As technology adoption accelerates, Just Eat's emphasis on tech integration, including potential future adoption of autonomous delivery solutions, positions it well to maintain market leadership in the digital food delivery sector.

Consumer Preferences & Lifestyle Shifts | Changing consumer preferences toward health and convenience continue to drive demand in urban spaces. The UN predicts that by 2050, nearly 70% of the global population will live in urban areas, where busy lifestyles increase demand for convenient food options. Furthermore, consumers are prioritizing healthier food options, with global demand for organic and plant-based diets expected to grow by 8% annually. Just Eat's Impact: Just Eat's partnerships with health-conscious brands and diverse menu options support this trend, allowing it to cater to a growing segment of health-conscious, urban consumers. By meeting the demand for dietary variety, including vegan and gluten-free options, Just Eat is well-positioned to thrive in urban areas, where quick, convenient access to quality food is in high demand.

Sustainability & Environmental Responsibility | As global awareness of environmental issues grows, consumers and governments are increasingly pressuring companies to adopt eco-friendly practices. The EU's Green Deal and other regulatory frameworks are pushing industries, including food delivery, toward sustainable operations. Just Eat's Impact: Just Eat has responded by investing in sustainable packaging solutions and working with vendors that prioritize environmentally friendly sourcing. Their focus on minimizing waste through compostable or recyclable materials resonates with eco-conscious customers and aligns with global sustainability goals. Additionally, by optimizing delivery routes to reduce emissions, Just Eat is positioning itself as a responsible industry leader, creating brand loyalty among environmentally minded consumers and preparing for stricter environmental regulations.

Economic Pressures & Business Model Innovation | Rising inflation, supply chain disruptions, and labor shortages are creating economic pressures that demand cost-efficient business models. The World Bank projects continued inflationary pressures and tight labor markets, pushing businesses to innovate to stay competitive. Just Eat's Impact: To adapt, Just Eat has embraced the rise of ghost kitchens and virtual brands, which operate as delivery-only kitchens without traditional dine-in overhead costs. These models allow Just Eat to expand menu options while keeping operational costs low, enabling it to offer affordable food options despite economic challenges. The ability to quickly adapt to food trends and scale through ghost kitchens positions Just Eat to succeed in a cost-conscious market while enhancing profitability and flexibility.

Figure 16: Porter's Five Forces



Source: Team Analysis

Figure 17: ESG Risk Rating

Company	ESG Risk Rating 2023	Risk Level
Just Eat Takeaway	22,7	Medium
Deliveroo	22,4	Medium
Uber Eats	30,1	Medium
Delivery Hero	24,8	Medium
DoorDash	21,9	Medium

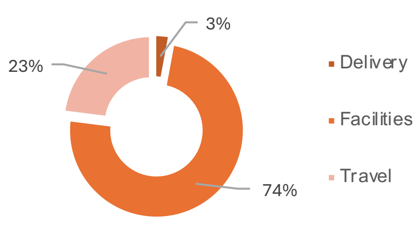
Source: Sustainalytics/MorningStar

Figure 18: Emissions (Scopes 1-3)

	2023 Footprint	2022 Footprint
Scope 1 Tonnes of CO2e	4,978	8,875
Scope 2 Tonnes of CO2e	4,078	4,512
Scope 3 Tonnes of CO2e	745,060	788,132

Source: JET's Financial Report

Figure 19: Direct Emissions Structure



Source: JET's Financial Report

Figure 20: Glassdoor Rating

Company	Rate	Recommendation (%)
Just Eat Takeaway	3.7	73%
Deliveroo	3.6	62%
Uber Eats	3.3	58%
Delivery Hero	3.4	56%
DoorDash	3.6	68%

Source: Glassdoor.

Environmental, Social and Governance

Environmental

Just Eat Takeaway (JET) demonstrates commitment to environmental, social, and governance (ESG) practices, with an ESG Risk Rating of 22.7, as assessed by Sustainalytics. JET's ESG performance places in a competitive position within the food delivery sector, particularly when compared to key players (Figure 17). JET's rating reflects its proactive environmental measures, including a 32% reduction in Scope 1 and 2 emissions in 2023 compared to the previous year, achieved through switching to renewable electricity contracts covering 60% of its facilities and increasing the share of electric vehicles in its corporate fleet to 35%. The company also addresses indirect (Scope 3) emissions, which totaled 745,060 tonnes of CO_2e in 2022, marking a 5% reduction from 2021 (Figure 18). A significant portion of these indirect emissions is attributed to transportation and distribution, which are key areas of focus for the company's impact reduction efforts. In its delivery operations, JET has introduced innovative practices to minimize environmental impact, including the use of order pooling to combine multiple orders into a single delivery round, as well as providing couriers with bikes, e-bikes, and e-mopeds across its hubs. However, a substantial part of delivery emissions remains outside JET's direct control, as many couriers use personal vehicles, primarily cars, for deliveries. This limits the company's ability to fully mitigate emissions from the delivery process, presenting an ongoing challenge. Moreover,JET conducted a climate scenario analysis to assess potential operational risks under two climate trajectories: a 2°C increase and a more extreme 3.5°C rise by 2100. Identified risks include flood exposure in the Netherlands and tropical storm vulnerabilities along the U.S. East Coast, underscoring the company's need for resilience planning. Finally, JET promotes sustainable practices with eco-friendly packaging partnerships, such as its collaboration with Notpla, available in nine out of twenty markets; and vegan and vegetarian options in 15 markets, supporting a shift towards sustainable consumption. These initiatives contribute positively to JET's ESG performance, bolstering its reputation among investors focused on sustainability. Since 2021, JET has been included in the S&P Europe 350 ESG Index, underscoring its ongoing commitment to ESG principles. With an ESG Steering Committee and a goal to achieve carbon neutrality by 2030, JET is well-positioned in the competitive ESG landscape, addressing sector-specific challenges while reinforcing its standing relative to competitors in terms of environmental responsibility and overall risk management.

Social

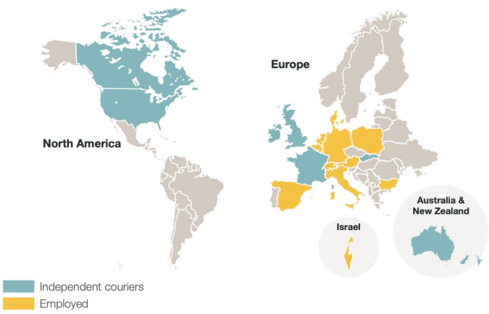
Just Eat Takeaway (JET) has focused on building a high-performing, inclusive workforce with profitability as a core objective. The company has initiated leadership development programs aimed at senior leaders and tactical leaders, along with a "Talent Marketplace" system designed to develop essential skills through hands-on project experience, piloted with 650 employees in product teams. For employee retention and performance, JET introduced a gamified courier recognition platform that allows employed couriers—those directly hired by the company—to redeem points for various incentives, supporting motivation without directly impacting compensation metrics. However, this platform and its benefits do not extend to non-employed couriers (independent contractors), who make up a substantial part of the company's workforce and are not included in JET's performance or satisfaction metrics. In recruitment, JET invested in technology in 2022, reducing candidate attrition by 66%. The company supports hybrid work to enable work-life balance but remains vague on quantitative impacts, particularly regarding non-employed couriers. JET has also faced legal disputes and controversies concerning labor practices, particularly around the classification of couriers as either employees or independent contractors. In the United Kingdom, JET has been involved in legal discussions regarding the employment status of couriers, with implications for their rights to minimum wage, holiday pay, and other benefits. Similar debates are ongoing in other markets, highlighting industry-wide scrutiny of gig economy labor practices and the associated legal risks that could impact JET's operational costs and compliance obligations. The company's reputation on Glassdoor shows an overall rating of 3.7 out of 5, with 73% of employees indicating they would recommend working at JET (Figure 20), and 53% expressing a positive outlook on the business. Notably, delivery drivers rated their experience lower, with an average of 3.2 out of 5, suggesting a disparity in satisfaction levels between corporate employees and delivery staff, which may indicate areas for improvement in the company's approach to its delivery workforce. To support ethical practices, JET implemented an Anti-Bribery and Corruption policy to mitigate corruption risk, focusing on areas of higher exposure.
In health and safety, the company launched digital onboarding and safety training for employed couriers, along with an emergency response app, though specific safety outcome data, such as Lost Time Injury Frequency Rate (LTIFR), is not publicly disclosed, leaving a gap in transparency regarding incident rates among couriers. The company has set targets for gender balance by 2025 and reports an equal pay gap of less than 2%, with diversity-focused hiring efforts limited to non-courier roles (Figure 21). JET's inclusion initiatives included campaigns for Pride, Global Accessibility Awareness Day, Black History Month, and International Women's Day, alongside supporting community programs such as the Grubhub Community Fund. JET reports improved employee engagement, with satisfaction scores up compared to 2022, an 84% response rate, and performance 9% above the industry benchmark. However, this data excludes non-employed couriers, highlighting a gap in coverage for the majority of JET's delivery workforce.

Figure 21: JET's Gender Diversity

Levels	As of Jan/2023 (Female %)	As of Dec/2023 (Female %)	As of Dec/2025 (Female %)
ExCo & MB	23%	27%	31%
SLC	31%	33%	34%
Managers	34%	35%	40%
Professionals	40%	40%	50%
Support	51%	50%	50%

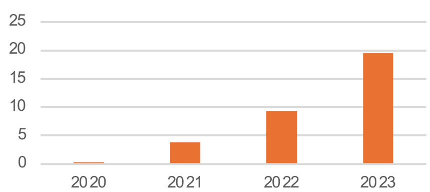
Source: JET's Financial Report

Figure 22: JET's Delivery Models (2023)



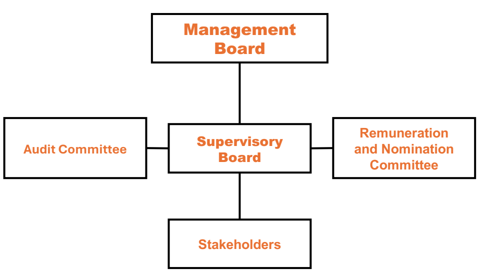
Source: JET's Reports

Figure 23: JET's Online Partners (in thousands)



Source: JET's Financial Reports (excluding US).

Figure 24: Corporate Governance Structure



Source: JET's reports.

Figure 25: Gender Diversity of Management Board and Supervisory Board

	Men	Women
Number of board Members	8	4
Percentage of the board	66,67%	33,33%
Number of senior position of the board	8	4
Number in executive management	4	0

Source: JET's Financial Reports.

Governance

Just Eat Takeaway (JET) maintains a strong governance structure through its Supervisory Board and associated committees (Figure 24), which play a pivotal role in overseeing strategic initiatives and ensuring compliance. The Supervisory Board consists of highly experienced members from diverse industries, enhancing its ability to guide the company effectively (Appendix 3). Notable members include Abbe Luersman, a member of the Remuneration and Nomination Committee, who served as CHRO of Ahold Delhaize until 2021, bringing extensive experience in human resources and organizational leadership; Lloyd Frink, a Grubhub board member since 2013, who provides valuable insights into the U.S. food delivery market; and Jambu Palaniappan, a former senior executive at Uber and Uber Eats, whose deep knowledge of food delivery operations strengthens JET's strategic positioning.

In 2023, the Supervisory Board contributed significantly to JET's improved performance, overseeing key projects such as the completion of a share buyback program, the initiation of a second buyback program, and the appointment of two new board members to diversify expertise. The Audit Committee supervised financial reporting processes, evaluated the effectiveness of internal risk management and control systems, and provided guidance on ESG reporting. It also managed the transition to a new audit firm for the 2024 financial year. Meanwhile, the Remuneration and Nomination Committee focused on filling vacancies within the Supervisory Board and aligning the Management Board's remuneration policy with JET's long-term strategic goals.

JET has also implemented a structured ESG governance framework led by the Management Board, which oversees climate-related responsibilities. This framework includes an ESG Task Force and an ESG Steering Committee composed of senior leaders, established in early 2023 to manage and advance the company's ESG priorities in anticipation of upcoming regulatory requirements. As of November 2024, JET maintains a diverse shareholder base, with major shareholders including The Baupost Group LLC (7.685% stake), CEO Jitse Groen (6.969%), Caledonia (Private) Investments Pty Ltd. (6.250%), UBS Asset Management (UK) Ltd. (4.800%), and JPMorgan Asset Management (UK) Ltd. (2.708%) (MarketScreener). These holdings have remained relatively stable, with no significant changes reported in recent periods, providing consistency in the company's ownership structure. Following the enactment of the Corporate Sustainability Reporting Directive (CSRD) on January 5, 2023, JET is preparing its first formal disclosures aligned with CSRD, expected for the 2024 fiscal year. Additionally, JET is working toward compliance with the Task Force on Climate-Related Financial Disclosures (TCFD), with full alignment anticipated in the 2024 Annual Report. In relation to the EU Taxonomy, JET's primary business activities, classified under NACE I56.10 for restaurants and mobile food services, are considered non-eligible for EU Taxonomy alignment. Consequently, JET reported zero EU Taxonomy-aligned turnover for 2023, with no eligible activities identified. The company's eligible capital expenditures totaled €4.9 million out of €197 million, and operating expenditures under the EU Taxonomy were €58.7 million, representing only 1% of total operating expenses. Low-value leases for e-bikes and e-mopeds, amounting to €10 million, were deemed immaterial to this alignment assessment. JET's governance approach reflects a structured yet nascent commitment to ESG compliance, with foundational reporting frameworks like CSRD and TCFD still in the initial stages of development.

Financial Analysis

Revenues and Growth

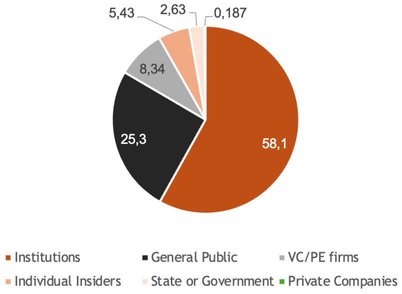
Just Eat's revenue growth is strongly tied to the performance of the dining sector, as its business model depends heavily on restaurant partnerships and consumer spending on food delivery, even if, in other aspects, the business can be part of the software and application industry. For this reason, we project an average annual revenue growth rate of 12% over the next five years, which is the software and application industry growth. However, given the current state of the global economy, with rising inflation and reduced consumer discretionary spending and the dependence on the dining sector, we anticipate a temporary slowdown in growth in the upcoming year, stabilizing around the 2%. From the report we can understand that the growth is also driven by different drivers, such as the geographic expansion and the offer diversification, technological innovations and the scalable marketing strategies. The firm is notably increasing its partnerships, for example with Carrefour and Sainsbury's, generating new forms of revenue and diversifying the business model.

Profitability

Just Eat's profitability is under pressure, with several indicators showing a negative performance in recent years. The EBIT margin, for example, remained negative, reflecting operational difficulties and rising costs in a highly competitive market. Despite an improvement in gross profit margin (22.84% to 46.39%), the company is struggling to translate these margins into operating profits, as evidenced by an adjusted EBIT margin of -11.78% (Figures 29, 30).

Just Eat's ROA has been significantly negative in recent years, highlighting the company's inability to generate profitability relative to total assets. In particular, the adjusted ROA fell to -6.93%, indicating that each euro invested in assets is generating a net loss for the company. This trend reflects both negative operating margins and high costs related to the business model, including the technological and marketing investments necessary to maintain a competitive position (Figure 31).

Figure 26: Shareholders by Investor Types



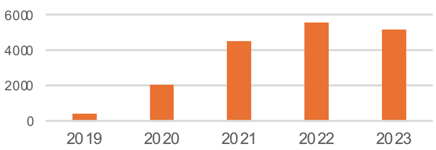
Source: *SimplyWallStreet*

Figure 27: TOP Holders 2024

Holder	(%)
The Baupost Group LLC	7.685%
Jitse Groen	6.969%
Caledonia Investments Pty Ltd.	6.250%
UBS Asset Management (UK) Ltd.	4.800%
JPMorgan Asset Management (UK) Ltd.	4.436%

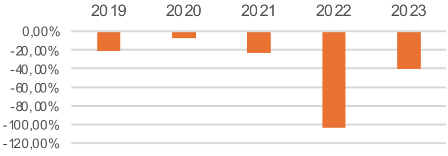
Source: MarketScreener

Figure 28: Historical Sales



Source: Team analysis.

Figure 29: EBITDA Margins



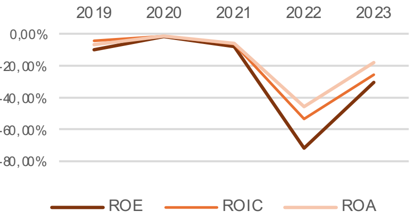
Source: Team analysis.

Figure 30: Financial Adjustments

Millions €	2022	2023
EBIT	5.561	5.167
Adjusted EBDTIDA	19	324
ROE	-71,78%	-30,58%
Adjusted ROE	-54,13%	-26,50%
ROIC	-52,51%	-23,34%
Adjusted ROIC	4,32%	-5,67%

Source: Team Analysis

Figure 31: ROE vs ROIC vs ROA



Source: Team analysis.

In 2023, Just Eat recorded significant write-downs of €1.5 billion, mainly related to goodwill and intangible assets in key markets such as North America and Canada.

Moreover, despite an increase in the average value of transactions (ATV) by 6%, total GTV (Gross Transaction Value) decreased due to a decrease in orders, leading to less efficiency in the use of assets.

The persistent difficulty in translating revenues into operating profits, as also suggested by negative EBIT margins, has a direct impact on this indicator.

The ROIC also remains in negative territory (–6.13%), indicating that the company is not generating adequate returns on capital investments (Figure 31). This is particularly worrying in the context of a negative NOPAT, which shows a significant operating loss (–88 million euros). However, the stable asset turnover (25.08%) suggests some efficiency in using assets to generate revenue, but this is not sufficient to offset operating losses.

Efficiency

Just Eat shows excellent inventory management skills, as evidenced by the high inventory turnover (over 100 in more years), which reflects a rapid change in stocks (Figure 34). Just Eat has significantly improved its logistics efficiency through advanced technologies such as order pooling. This strategy allows couriers to collect and deliver multiple orders in one round, significantly reducing costs per delivery and improving network efficiency. However, the cash conversion cycle (CCC) has negative values, which indicates that the company is benefiting from longer payment times than the days needed to collect credits or manage stocks. Claims on online payment service providers represent a significant part of current business. Just Eat is able to cash out customers quickly thanks to integrated payment services, reducing average days of outstanding sales (DSO). This is a positive scenario for operational cash flow, but could negatively affect the supplier relationship. In addition, the turnover of fixed assets (PP&E) showed an increase over time, suggesting a greater efficiency in using non-current assets to generate revenues.

Liquitidy

Just Eat's liquidity ratios show a gradual deterioration in recent years. The current ratio and quick ratio (Figure 33), while above 1 in the early years, have fallen to critical values (0.56 for the current ratio in the last year), indicating a growing difficulty in covering current liabilities with liquid or easily convertible assets. The cash ratio, which has fallen to 0.20, also indicates that the company has insufficient liquidity reserve to meet short-term liabilities without relying on other sources of funding.

The cash reserve reduction was mainly caused by cash outflows from share buyback programs and capital expenditures. During 2023, the share buyback program had a significant impact on cash flows, with €278 million used in financing activities, contributing to overall cash reduction.

Solvency and Leverage

Just Eat's solvency analysis reveals a financial structure characterized by an increasing use of debt versus equity, as evidenced by the Debt/Equity ratio (Figure 32), which reached 0.24 in the last year. This indicates a moderate reliance on debt to finance business activities, although the liability/equity ratio of 0.69 suggests that leverage remains overall under control. The debt structure mainly comprises convertible bonds, with a total of €1,557 million in 2023, which represent a significant share of non-current liabilities. This indicates a dependence on long-term funding sources to support operations and investments

However, the Interest Coverage Ratio, which is strongly negative (–5.50), underlines that Just Eat is not able to cover its financial expenses with its operating profits, a clear signal of financial difficulties.

Dividend Policies

Just Eat does not plan to distribute dividends in the near future, choosing instead to reinvest any profits to support business growth and development. In 2023, Just Eat launched two share buyback programs:

First programme: Completed in September 2023, it involved the repurchase of ordinary shares for a total value of €150 million.

Second programme: Launched in October 2023, it foresees the purchase of additional shares up to €150 million, with an expected maturity date of September 2024. These shares will be used for employee incentive plans or cancelled to reduce the issued capital, thus improving future earnings per share. The shares repurchased can be used for incentive plans (e.g. Long-Term Incentive Plans - LTIPs) or cancelled to improve the capital structure. The general meeting authorized the Management Board to repurchase up to 10% of the issued shares for an 18-month period, valid until November 2024. This flexibility allows Just Eat to adapt quickly to market conditions.

Capital Expenditure

Around 98% of the 2023 CapEx was allocated to non-eligible assets according to the EU taxonomy, for a total of €192 million. Only 2% has been invested in eligible activities, such as low environmental impact transport and the installation of energy efficiency equipment. Development investments have included improvements to technology platforms, merchant tools, mobile apps and websites, for a total of €125 million in 2023, with a specific focus on operational optimization and automation. The report highlights €377 million write-downs on intangible assets and technologies, reflecting competitive challenges and downsizing in markets such as the US and Canada.

Figure 32: Solvency Ratios

Leverage/ Solvency	2023	2022	2021	2020	2019
Debt/Asset	0,23	0,19	0,15	0,06	0,16
Debt/Equity	0,39	0,30	0,20	0,07	0,24
Liability/Equity	0,69	0,57	0,37	0,22	0,46
Interest Coverage	-21,13	-67,86	-13,84	-5,07	-5,50

Source: Team analysis.

Figure 33: Liquidity Ratios

	2023	2022	2021	2020	2019
Current ratio	1,50	1,88	1,50	1,08	0,56
Quick Ratio	1,49	1,85	1,47	1,06	0,55
Cash ratio	1,11	1,43	1,06	0,70	0,20

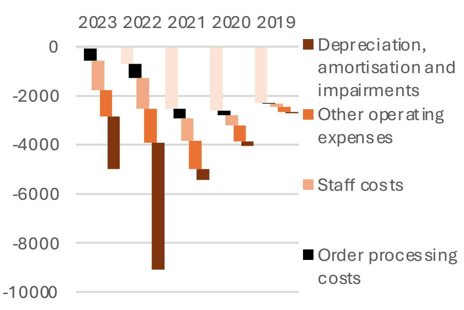
Source: Team analysis.

Figure 34: Activity Ratios

	2023	2022	2021	2020	2019
OWC	-719	-713	-742	-509	-123
Days Inventory	2,56	2,88	2,24	2,48	3,27
Days Receivables	25,85	19,53	14,25	14,48	19,30
Days Payables	107,87	93,25	83,85	-119,07	-142,50
CCC	-79,45	-70,84	-67,36	136,03	165,08

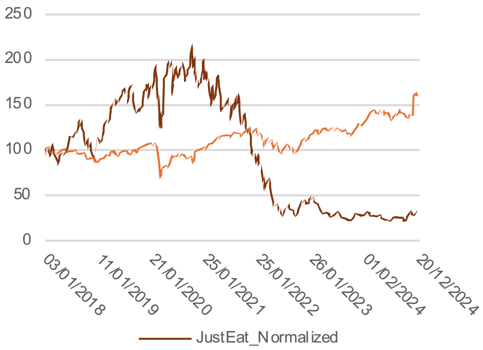
Source: Team analysis.

Figure 35: Cost Split



Source: Team Analysis.

Figure 36: Just Eat TakeAway vs Eurostoxx 50 Index Returns



Source: Yahoo Finance

Share Price History

Just Eat Takeaway (JET) went public in September 2016 with an IPO price of €24.50 per share. In the years following its IPO, the stock price experienced steady growth, reaching €85 per share. This increase was driven by the company's innovative business model and the rapid expansion of the online food delivery market, which was still in its early stages. Minor drawdowns during this period were insignificant compared to the overall upward trend.

In 2020 and 2021, amid the COVID-19 pandemic, the stock price surged further, reaching an all-time high of €110 in October 2020. However, by 2021, the price began to stabilize in the pre-pandemic range of €60 to €80, with early signs of a downward trend emerging.

The situation worsened in 2022 as rising interest rates in Europe, shrinking demand for online food delivery post-pandemic, and increased market saturation from new competitors drove the stock price down sharply. By July 2022, the price had fallen below its IPO level, hitting a low of less than €14 per share. Despite subsequent European Central Bank interest rate reductions, the stock failed to recover meaningfully. As of December 31, 2024, Just Eat Takeaway's stock price remains subdued at €13.19, with a low of under €11 recorded earlier in the year.

Comparison with the EuroStoxx 50 Index (Figure 36) **|**

In the initial years (from IPO through the COVID peak), JET significantly outperformed the EuroStoxx 50, delivering a more than 300% gain compared to the index's modest 10% rise. However, the subsequent period saw a stark reversal. While the EuroStoxx 50 continued to rise steadily, gaining an additional 40%, JET lost all of its previous gains and fell further, wiping out 45% of its value below the IPO price. Consequently, an investor who held JET shares from its IPO until now would have seen their initial investment halved.

Valuation

The valuation of Just Eat Takeaway was conducted using a **Discounted Cash Flow (DCF)** model based on the sales-to-capital approach (Figure 38). The team carefully considered the unique aspects of the company's business model, which relies heavily on its online platform to connect consumers with restaurant services. To accurately reflect this dual dependency, the team incorporated data from two relevant industries: the Internet (services) industry and the Restaurant/Dining industry. Given that Just Eat Takeaway's performance is intrinsically tied to the demand for restaurant food while simultaneously leveraging the efficiencies of internet-based platforms, the team applied a weighted approach. Greater emphasis was placed on one industry over the other depending on the specific characteristics of the forecasted scenarios. This tailored methodology ensured that the DCF model accurately captured the dynamic interplay between these industries, providing a comprehensive and realistic valuation of Just Eat Takeaway's business.

Free Cash Flows (FCC) | The valuation of Just Eat Takeaway was based on prudent assumptions over the forecast horizon to accurately reflect the company's current financial situation and future prospects. The 2024 year-end financial results were estimated by incorporating the most recent interim results disclosed by Just Eat Takeaway, alongside the management's forecast for the year. Looking ahead, the company's Earnings Before Interest and Taxes (EBIT) is projected to remain negative until 2026, with a gradual improvement towards an EBIT margin of 12% in the long run. Despite these improvements in profitability, Free Cash Flow to the Firm (FCFF) is expected to remain negative until 2030 (Figure 40). This prolonged period of negative cash flows is attributed to the company's substantial reinvestment requirements, which are critical to sustaining revenue growth and retaining its leadership position in the highly competitive online delivery market. These reinvestments are aimed at bolstering key areas such as technological innovation, market expansion, and operational efficiencies—essential factors for driving long-term growth.

Weighted Average Cost of Capital (WACC) | The Weighted Average Cost of Capital (WACC) for Just Eat Takeaway was calculated to reflect the company's evolving risk profile over time. The cost of equity was determined using the Capital Asset Pricing Model (CAPM) approach (Figure 37). For the risk-free rate, the team utilized the yield on the ten-year German Bund, which stood at 2.369% at the time of evaluation. To estimate the market risk premium, the team referenced data published by Professor Aswath Damodaran, identifying a premium of 4.6% for the Netherlands. This value was deemed an appropriate approximation for a mature market. The beta, a measure of the company's systematic risk, was calculated through a three-year weekly regression of Just Eat Takeaway's stock price against the EuroStoxx 50 index. The team selected this approach as it better captures the company's risk characteristics within a European market context and provides consistent results. The WACC is not constant throughout the forecast period (Figure 39), reflecting the company's transition from a high-growth phase to a more stable maturity stage. During the high-growth period, the WACC is estimated at 10.53%, driven by a higher beta and elevated cost of debt. As the company matures, its beta is expected to converge with the average for the Internet (services) industry, while the cost of debt is projected to decline, resulting in a lower WACC of 8.06% in the long-growth phase.

Terminal Growth Rate | For the terminal growth rate, the team adopted the yield of the German 10-year Bund as a proxy, reflecting long-term economic growth expectations. This choice aligns with the view that the online delivery market still presents significant growth opportunities, driven by increasing consumer reliance on digital platforms and the continued expansion of global e-commerce.

Figure 37: WACC Computation

	Initial Phase
Risk-free rate (German 10-year Bund)	2,369%
Cost of debt	7,61%
Tax Rate	25,80%
COD (1 – t)	7,61%
Equity risk premium (Rm – Rf)	4,60%
D/E	0,39
Equity/(Debt+Equity)	0,72
Debt / (Debt+Equity)	0,28
Regression beta	2,04
COE = Rf + βlevered from regression* (Rm – Rf)	11,75%
WACC	**10,59%**

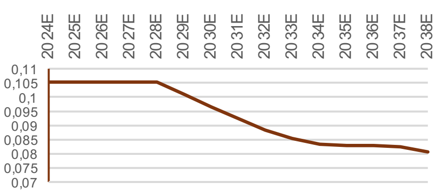
Source: Team Analysis

Figure 38: DCF

	2023
Present value of operating assets	4.157,79
cash and marketable securities	1.724,00
other investments	133,00
Firm Value (Million)	6.014,79
- Value of financial debt	2.438
- Value of noncontrolling interests	7
Equity value (Million)	3.569,79
Number of common shares outstanding at valuation date	219.966.059
Estimated intrinsic value per share	16,228820

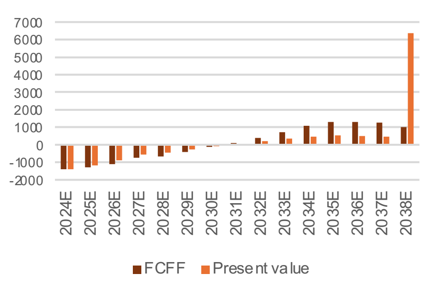
Source: Team Analysis

Figure 39: Long-term WACC



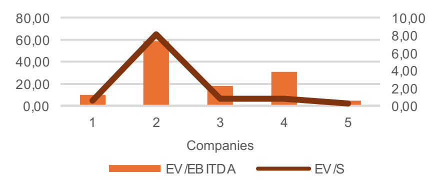
Source: Team Analysis

Figure 40: FCFF Evolution



Source: Team Analysis

Figure 41: Valuation Comparisons



Source: Team Analysis

The team believes there is no reason to assume that the long-term growth of the online delivery market should fall below the average growth of the overall economy. This perspective considers the industry's potential for innovation, particularly in areas such as logistical efficiency, last-mile delivery advancements, and integration of new technologies like AI and autonomous delivery systems.

Relative Valuation | To also evaluate JET's stock price in a qualitative way, the group utilized a relative valuation approach. Specifically, we focused on the EV/EBITDA and Price-to-Sales (P/S) multiples, as these are in our opinion the most appropriate ratios for a company operating in the food delivery and technology space. Just Eat Takeaway (1) appears to be significantly undervalued compared to its peers, as reflected in its low EV/EBITDA (9.67), P/S (0.55), and EV/S (0.61) ratios, all of which are substantially below industry leaders like DoorDash (2) and Delivery Hero (4) (Figure 41). The Price-to-Book ratio of JET is 0.47, meaning that JET's market capitalization is only 47% of its book value (which is the lowest among all the competitos)(Appendix 4). This low ratio could also signal that investors have concerns about the company's future performance or financial health, such as challenges in profitability, market competitiveness, or operational inefficiencies.

Sensitivity Analysis | The team conducted a computational sensitivity analysis by adjusting assumptions regarding revenue growth and EBIT margin. The deviations from the original assumptions ranged from mild to significant, both positively and negatively. Overall, the analysis revealed that EBIT margin has a greater impact on Just Eat's valuation than sales growth.

Scenario Analysis | A Monte Carlo analysis was also performed, with 100,000 iterations, varying the aforementioned parameters. The results indicated that Just Eat's value, based on our calculations, falls between 11.78 and 21.92 euros, with a 95% confidence interval. In the bearish scenario, it is assumed that the company will struggle to secure a dominant market position, leading to lower revenue growth and EBIT margin both in the short and long term, resulting in a valuation of 11.78 euros. Conversely, the bullish scenario assumes Just Eat successfully acquires a dominant market position, boosting revenue growth and EBIT margin. However, the long-term growth rate remains at 2.369% (as in the base case) to avoid logical inconsistencies, leading to a valuation of 21.92 euros. It's important to note that while the scenario analysis revealed even more extreme results, the team considers these to be unrealistic and thus excluded from further consideration.

Investment Risks

Market Risk

MR1 | Economic and price sensitivity
Probability: Medium; Impact: High

The food delivery industry is heavily vulnerable to consumer's behaviours and economic volatility. Customers would cut their spending on food delivery services during economic downturns or rising inflation since it is a discretionary spending. After COVID-19, customers prefer dine-out than it was during the pandemic. Besides, customers can easily switch to other delivery platforms if the competitors offer lower delivery fees or appealing discounts, heavily impacting JET's order volumes and revenues.

Valuation: : Lower demand and price competition drives revenue growth and profit margin down. Risk premium raise WACC by 0.5%–1%. Enterprise value may reduce by 10%–15%.

MR2 | Increasing competition
Probability: High; Impact: High

The industry for food deliveries involves many strong global players namely UberEats, Deliveroo and DoorDash, increasing competition and pricing pressure for JET. Pricing wars and aggressive promotions risk eroding JET's market shares. The market of food delivery is also open for new entrances, making JET have to continuously differentiate itself and continue offering good deals and diversification to remain competitive.

Possible mitigation: JET focuses on innovative solutions and offerings. They address this problem by constantly responding to new market developments, portfolios management and potential mergers and acquisitions.

Valuation: Intense competition and pricing wars may have negative impacts on revenue growth and profitability, leading to a possible drop of 15%–20% in enterprise value.

Regulatory Risk

RR1 | Sensitivity to regulatory changes, labour laws and data security
Probability: Medium; Impact: Medium

JET is facing geographic concentration in some certain markets. The majority of its transactions are from Northern Europe, the UK and Ireland, making it sensitive to local regulatory changes in these countries. Labour laws in these countries like minimum wages for delivery staff are forced to be complied by JET. High labour cost reduces its profit margin. Other environmental, taxation or licensing changes in the future may impact the company's operation and Probability. Regulations about customers and partners' data security and privacy also remains a concern to the company.

Possible mitigation: JET uses external specialists to assist with legislation compliance. They employ project teams to deal with legislative changes. They also offer training about data protection and information security awareness to their workers.

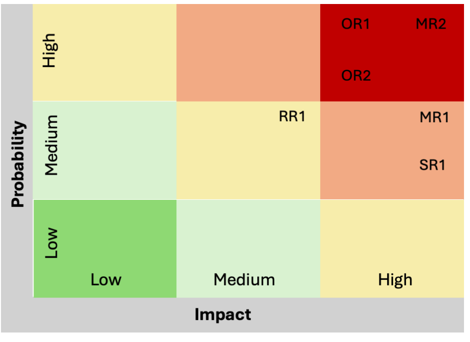
Valuation: EBIT margins may reduce by 1–2% due to increased labour cost and other compliance measures, concluding a potential reduction of 5%–8%.

Figure 42: Adjusted EBITDA Analysis

€ millions	2023	2022
North America	126	65
Nothern Europe	366	313
UK and Ireland	135	23
Southern Europe and ANZ	(97)	(161)
Head Office	(207)	(221)
Adjusted EBITDA	**324**	**19**

Source: JET's Financial Reports.

Figure 43: Risks Matrix



Source: Team Analysis

Operational Risk

OR1 | Talent and workforce challenges:
Probability: High; Impact: High
A shortage of critical skills and workforce development could hinder the strategic execution of the company. Additionally, failure to foster a diverse and inclusive culture may impact employee retention and overall performance.
Possible Mitigation: JET is implementing HR talent programs, engaging employees in feedback mechanisms and regular assessments while offering competitive benefits.
Valuation: Workforce shortages and high turnover may increase operating expenses, reducing EBITDA and enterprise value. This could compress EV/EBITDA, leading to a potential 10–15% drop in enterprise value and implied share price.

OR2 | Fail to adjust business model:
Probability: High; Impact: High
Significant requirements in cost investments when carrying out expansions and changes to the delivery model, may carry the risk of not meeting long-term margin and profitability targets. Inefficient logistics operations could lead to higher operational costs and reduced service quality.
Possible Mitigation: JET's main focuses are improving logistics efficiency, expanding global delivery services, and enhancing unit economics, with oversight from senior management to ensure sustainable operational performance.
Valuation: Inefficient logistics or costly business model adjustments could limit margin expansion, reducing profitability. This may result in compressed EV/Sales and EV/EBITDA multiples, impacting investors' confidence.

Strategic Risk

SR1 | Failure to maintain market share and competitive advantage
Probability: Medium-to-high; Impact: High
JET risks losing market share due to slow innovation, intense competition, and brand reputation challenges, leading to customer churn and revenue decline.
Possible Mitigation: JET is consolidating technology platforms, investing in innovation, and expanding into new verticals. Strategic marketing efforts, including large-scale campaigns and partnerships like UEFA, aim to strengthen brand awareness and competitiveness.
Valuation: A 5% market share loss could reduce revenue by approximately €400 million and EBITDA by €40 million, potentially decreasing JET's overall valuation by €500–700 million.

* We hereby confirm that all group members contributed equally to the research, analysis, and preparation of this report.

Appendix 1. SWOT Analysis

Strengths	Weaknesses
1. Strong brand presence driving organic growth and customer loyalty. 2. Advanced logistics capabilities supporting high order volumes. 3. Network effects reinforcing growth and market dominance. 4. Synergies from merging with Just Eat, amplifying performance. 5. Leadership in European markets with a large market share. Customer-friendly platform enhancing user experience. 7. Consistent demand due to the non-cyclical nature of food delivery. 8. Creation of employment opportunities, particularly for low-skilled workers.	1. Disproportionate growth in fulfillment costs relative to revenue. 2. High customer churn, necessitating costly retention efforts. 3. Intense market competition driving down profitability. 4. High commission fees creating friction with restaurant partners.
Opportunities	**Threats**
1. Rapid market growth in Spain and Italy. 2. Increased adoption of online ordering among restaurants. 3. Large untapped market segments in operating regions. 4. Expanding B2B logistics opportunities in targeted areas. 5. Rising popularity of cost-effective Delco logistics models. 6. Geographic expansion and acquisition prospects to strengthen position.	1. Regulatory risks, including compliance with GDPR and other legal requirements. 2. Heightened competition from established players like Uber and new entrants such as DoorDash. 3. Market pressures leading to potential price wars. 4. Dependence on external factors like customer retention in a highly competitive sector.

Source: Team Analysis

Appendix 2. Porter's Five Forces

- **Threat of New Entrants**: Moderate to High. Barriers to entry are low and technology advancements facilitate market entry, but customer loyalty and access to restaurant partnership are a big challenges for new entrants
- **Bargaining Power of Suppliers**: Low to Moderate. Even if some big chains have negotiation strength (due to quality and exclusivity of certain cuisines), Just Eat has leverage since restaurants are becoming more and more dependent on food delivery services to attract new customers. On the other hand supplier switching costs are relatively low for Just Eat, restaurants can easily transition to other platforms.
- **Bargaining Power of Buyers**: High. Because consumers may quickly move across platforms, businesses need to provide incentives and competitive pricing in order to keep customers, since price sensitivity among customers can drive competition. Online reviews and ratings are crucial.
- **Threat of Substitutes**: Moderate to High. In addition to consumers choosing to prepare meals at home and opting for meal kits because they are health-conscious, restaurants are now launching their own delivery apps.
- **Competitive Rivalry**: High. Particularly in saturated regions like the UK and North America, competition is intense due to the large number of well-established firms and comparable service offers. Moreover, price wars and promotions can erode profit margins. It's critical to differentiate through technology and consumer experience.

Appendix 3. Governance Structure

Management Board

Jitse Groen (CEO) | As *Chief Executive Officer and Chair of the Management Board*, Jitse has responsibility for Corporate Strategy, Corporate, Solutions, Marketing, and Product and Technology.

Jörg Gerbig (COO) | As Chief Operating Officer and member of the Management Board, Jörg has responsibility for Logistics and Customer Services.

Brent Wissink (CFO) | As *Chief Financial Officer and member of the Management Board*, Brent has responsibility for Finance, Human Resources, Legal and Compliance, InfoSec Risk and Control, and other corporate teams.

Andrew Kenny (COO) | As Chief Commercial Officer and member of the Management Board, Andrew has responsibility for our global markets (United Kingdom and Ireland, Northern Europe, Southern Europe and ANZ, and Canada) and Sales.

Supervisory Board

Dick Boer | *Chair of the Supervisory Board, member of the Audit Committee and the Remuneration and Nomination Committee.* Dick Boer serves as a Non-Executive Director of Nestlé an Shell plc and as a Supervisory Director of SHV Holdings. From 2016 until 2018, Dick served as President and CEO of Ahold Delhaize.

Corinne Vigreux | *Vice-Chair of the Supervisory Board, member of the Remuneration and Nomination Committee.* Corinne was voted as one of the world's top fifty women in Tech 2018 (Forbes) and was made Chevalier de la Legion d'Honneur in 2012

Mieke De Schepper | *Member of the Audit Committee.* Mieke De Schepper is the Chief Commercial Officer of Trustpilot and member of the Supervisory Board of trivago N.V

Angela Noon | *Chair of the Audit Committee.* Angela is the Chief Financial Officer and a member of the Executive Committee of Royal Mail. Prior to joining Royal Mail in 2022, Angela spent over 20 years in Siemens.

Ron Teerlink | *Member of the Audit Committee.* Ron acted as Chief Administrative Officer and member of the executive committee of the RBS Group. Prior to this, he was a member of the Management Board and Chief Operational Officer of ABN AMRO from 2006 until 2010.

Abbe Luersman | *Member of the Remuneration and Nomination Committee.* Abbe served as Chief Human Resources Officer (CHRO) for Royal Ahold since 2013 and continued as CHRO of Ahold Delhaize following a 2016 merger of equals until 2021.

Jambu Palaniappan | *Member of the Remuneration and Nomination Committee.* Until 2018, Jambu held several senior roles at Uber and Uber Eats, leading Uber Eats in Europe, the Middle East and Africa, and Uber's ridesharing business in Eastern Europe, Russia, the Middle East and Africa.

Lloyd Frink | Lloyd has served on the board of Grubhub since 2013.

Appendix 4: Relative Valuation

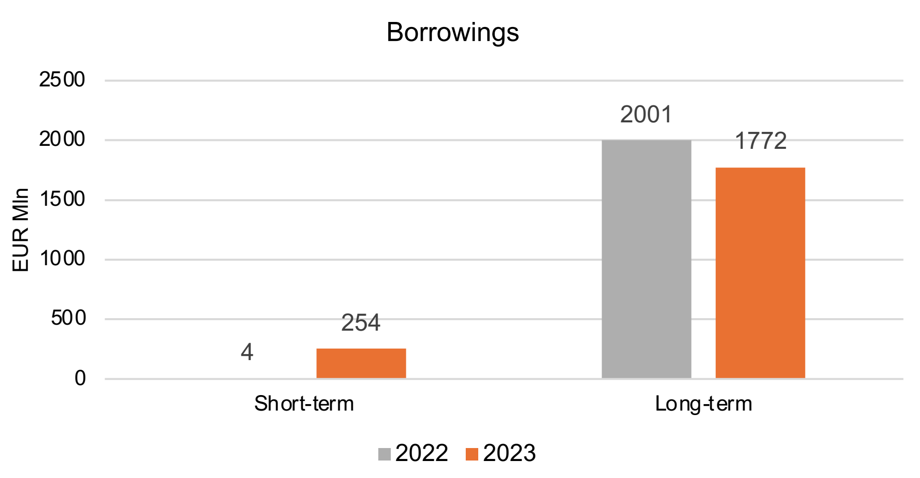
Company names	JET (1)	DoorDash (2)	Deliveroo (3)	Delivery Hero (4)	HelloFresh (5)
€ Millions					
Reporting currency	EUR	USD	GBP	EUR	EUR
EV/EBITDA	9.67	58.85	18.11	30.72	4.34
P/S	0.55	8.42	1.06	0.85	0.29
EV/S	0.61	8.11	0.76	0.78	0.26
P/B	0.47	10.76	4.23	5.092	2.16

Appendix 5: Scenario Analysis

	Low Sales growth		Normal Sales growth	High Sales growth	
High EBIT margin	€ 19.48	€ 21.68	€ 23.89	€ 25.35	€ 26.81
	€ 16.44	€ 18.25	€ 20.06	€ 21.92	€ 23.77
Normal EBIT margin	€ 13.41	€ 14.82	€ 16.23	€ 18.48	€ 20.74
Low EBIT margin	€ 10.37	€ 11.78	€ 13.19	€ 15.45	€ 17.70
	€ 7.33	€ 8.74	€ 10.16	€ 12.41	€ 14.67

	Low Sales growth		Normal Sales growth	High Sales growth	
High EBIT margin	€ 19.48	€ 21.68	€ 23.89	€ 25.35	€ 26.81
	€ 16.44	€ 18.25	€ 20.06	€ 21.92	€ 23.77
Normal EBIT margin	€ 13.41	€ 14.82	€ 16.23	€ 18.48	€ 20.74
Low EBIT margin	€ 10.37	€ 11.78	€ 13.19	€ 15.45	€ 17.70
	€ 7.33	€ 8.74	€ 10.16	€ 12.41	€ 14.67

Appendix 6: Liability Maturity



Appendix 7: Income Statement

Income statement	2023	2022	2021	2020	2019
€ millions	5.167	5.561	4.495	2.042	416
Revenue	5.167	5.561	4.495	2.042	416
Courier costs	-2.289	-2.599	-2.531	-712	-70
(%) Courier costs Margin	*-44%*	*-47%*	*-56%*	*-35%*	*-17%*
Order processing costs	-507	-571	-406	-193	-41
(%) Order processing costs	*-10%*	*-10%*	*-9%*	*-9%*	*-10%*
Staff costs	-1.191	-1.259	-890	-417	-112
(%) Staff costs	*-23%*	*-23%*	*-20%*	*-20%*	*-27%*
Other operating expenses	-1.075	-1.377	-1.164	-655	-233
(%) Other operating expenses	*-21%*	*-25%*	*-26%*	*-32%*	*-56%*
Depreciation, amortisation and impairments	-2.138	-5.168	-443	-172	-38
(%) Depreciation, amortisation and impairments Margin	*-41%*	*-93%*	*-10%*	*-8%*	*-9%*
Operating Profit (loss) [EBIT]	**-2.032**	**-5.413**	**-939**	**-107**	**-78**
Share of results of associates	0	-35	-62	-16	0
Finance income	50	38	23	3	0
Finance expense	-98	-85	-76	-29	-16
Other gains and losses	10	-273	2	2	6
Loss before income tax	**-2.071**	**-5.768**	**-1.052**	**-147**	**-88**
Income tax benefit	225	101	8	-4	-27
Tax Rate	*-10,9%*	*-1,8%*	*-0,8%*	*2,7%*	*30,7%*
Loss/Revenues for the period	**-1.846**	**-5.667**	**-1.044**	**-151**	**-115**
Other comprehensive income					
Items that will not be reclassified subsequently to profit or loss:					
Fair value gain / (loss) on investments in equity instruments through OCI				323	
Items that may be reclassified subsequently to profit or loss:					
Foreign currency translation gain related to foreign operations, net of tax	40	153	718	-357	12
Equity-accounted investees - share of other comprehensive income	0	276	0	0	0
Reclassification of foreign currency translation on loss of significant influence to profit or loss	0	-84	0	0	0
Other comprehensive income for the period	**40**	**345**	**718**	**-34**	**12**
Total comprehensive loss for the period	**-1.806**	**-5.322**	**-326**	**-185**	**-103**
Loss Attributable to:					
Owners of the Company	**-1.806**	**-5.667**	**-1031**	**-151**	**-115**
Non-controlling interests	-7	0	-13	0	0
Total comprehensive loss attributable to:					
Owners of the Company	-1.806	-5.322	-313	-185	-103
Non-controlling interests	-7	0	-13	0	0
Loss per share (expressed in € per share)					
Basic loss per share	-8,69	-26,51	-5,61	-1,07	-1,99
Diluted loss per share	-8,69	-26,51	-5,61	-1,07	-1,99

Appendix 8: Balance Sheet

Assets					
	2023	2022	2021	2020	2019
Goodwill	2.812	3.926	8.294	4.616	1.097
Other intangible assets	4.489	5.217	5.531	3.206	376
Property and Equipaments	152	200	185	47	12
Right-of-use Assets	288	333	354	77	24
Deferred tax assets	22	2	6	0	2
Other non-current assets	77	64	76	12	11
Investments in associates			1.517	1.575	
Total non-current assets	**7.840**	**9.742**	**15.963**	**9.533**	**1.522**
Trade and other receivables	425	433	307	162	44
Other current assets	133	136	159	100	32
Current tax assets	30	20	44	17	7
Inventories	19	37	33	14	4
Cash and cash equivalents	1.724	2.020	1.320	529	50
Total current assets	**2.331**	**2.646**	**1.863**	**822**	**137**
Total assets	**10.172**	**12.389**	**17.826**	**10.355**	**1.659**
Equity and Liabilities					
	2023	2022	2021	2020	2019
Total shareholders' equity	6.044	7.903	13.050	8.499	1.133
Non-controlling interests	-7	-8	-8	5	0
Total equity	**6.036**	**7.895**	**13.042**	**8.504**	**1.133**
Borrowings	1.772	2.001	2.236	474	222
Deferred tax liabilities	522	750	910	550	43
Lease liabilities	265	311	316	66	17
Provisions	27	24	81	2	0
Total non-current liabilities	**2.585**	**3.085**	**3.543**	**1.092**	**282**
Borrowings	254	4	5	9	21
Lease liabilities	69	64	59	21	10
Provisions	51	91	59	7	0
Trade and other liabilities	1.163	1.183	1.082	685	171
Current tax liabilities	13	66	36	37	42
Total current liabilities	**1.550**	**1.408**	**1.241**	**759**	**244**
Total liabilities	**4.135**	**4.494**	**4.784**	**1.851**	**526**
Total equity and liabilities	**10.172**	**12.389**	**17.826**	**10.355**	**1.659**

Appendix 9: Cash Flow Statement

	2023	2022	2021	2020	2019
Loss for the period	-1.846	-5.667	-1.044	-151	-115
Adjustments:					
Depreciation, amortisation and impairments	2.138	5.168	443	172	38
Share of results of associates		35	62	16	-6
Loss on disposal of investment in associates		275			
Equity-settled share-based payments	145	166	76	23	3
Finance income and expense recognised in profit or loss	48	47	53	26	16
Other adjustments	-8	-1	-5		1
Income tax benefit recognised in profit or loss	-225	-101	-8	4	27
Gain for the period	**252**	**-78**	**-423**	**90**	**-36**
Changes in:					
Inventories	18	-4	-17	-6	
Trade and other receivables	3	-126	5	-38	-5
Other current assets	-3	27	7	-68	-32
Other non-current assets	-11	11	-32		
Trade and other liabilities	-5	85	85	246	19
Provisions	-35	-28	52		
Net cash generated by / (used in) operations	**219**	**-113**	**-323**	**224**	**-54**
Interest received	50				
Interest paid	-52	-48	-47	-14	-7
Income taxes paid	-93	-5	-53	-33	-3
Net cash generated by / (used in) operations	**125**	**-166**	**-423**	**177**	**-64**
Cash flows from investing activities					
Investment in other intangible assets	-107	-93	-53	-16	-1
Investment in property and equipment	-45	-108	-98	-27	-8
Acquisition of subsidiaries, net of cash acquired		3	128	113	2
Proceeds from sale of equity investments	17	1.500			-489
Investment in equity instruments					-7
Proceeds from sale of investment in joint venture					6
Funding provided to associates		-88	-83	-55	
Other	-1				
Net cash (used in)/ generated by investing activities	**-136**	**1.214**	**-106**	**15**	**-497**
Cash flows from financing activities					
Proceeds from issuance of ordinary shares	0	5	4	400	431
Share buyback	-192		-33	-31	-12
Principal element of lease payments	-65	-54	-37	-12	-8
Repayments of borrowings		-300	0	-493	-150
Taxes paid related to net settlement of share-based payment awards	-21	-15	-16		
Transaction costs related to borrowings			-15	-6	-6
Proceeds from borrowings			1.409	434	265
Net cash used in financing activities	**-278**	**-365**	**1.312**	**292**	**520**
Net (decrease) / increase in cash and cash equivalents	-290	683	783	484	-41
Cash and cash equivalents at beginning of year	2.020	1.320	529	50	90
Effects of exchange rate changes of cash held in foreign currencies	-6	17	8	-5	1
Cash and cash equivalents at end of year	**1.724**	**2.020**	**1.320**	**529**	**50**

Appendix 10: JET's Ratios

	2023	2022	2021	2020	2019
Ratios (%)					
EBIT margin	-40,08%	-103,72%	-23,40%	-7,20%	-21,15%
Gross profit margin	22,84%	20,36%	14,86%	35,26%	46,39%
ROE	-30,58%	-71,78%	-8,00%	-1,78%	-10,15%
Adjusted ROE	-26,50%	-54,13%	-9,69%	-3,13%	
ROA	-18,15%	-45,74%	-5,86%	-1,46%	-6,93%
Adjusted ROA	-16,36%	-37,51%	-7,41%	-2,51%	
Net Profit Margin	-35,73%	-101,91%	-23,23%	-7,39%	-27,64%
Adjusted Profit Margin	-80,70%	-190,27%	-30,75%	-13,66%	-27,88%
Asset Turnover	50,80%	44,89%	25,22%	19,72%	25,08%
Adjusted Asset Turnover	45,80%	36,81%	31,90%	33,99%	
Equity Multiplier	1,69	1,57	1,37	1,22	1,46
ROIC	-23,34%	-52,51%	-6,34%	-1,53%	-6,13%
Adjusted ROIC	-5,67%	4,32%	47,51%	-43,01%	31,51%
NOPAT (millions euros)	-2071,00	-5768,00	-1052,00	-147,00	-88,00
Invested capital (average)	8.875	10.984	16.590	9.605	1.436
Invested capital /Equity	147%	139%	127%	113%	127%
Adjusted EBITDA	324	10	-350	363	12
Adjusted EBITDA margin	6,27%	0,18%	-7,79%	17,78%	2,88%
Adjusted EBIT margin	-37%	-106%	-22%	-6%	-19%
Adjusted NOPAT margin	1,7%	-16,0%	-13,6%	1,3%	-7,3%
Efficiency					
PPeE Turnover	29,36	28,89	38,75	69,22	
Operating working capital (OWC)	-719	-713	-742	-509	-123
OWC/Revenue	-0,14	-0,13	-0,17	-0,25	-0,30
Inventory turnover	142,39	126,54	162,85	146,89	111,50
Receivables turnover	14,12	18,69	25,61	25,21	18,91
Payables Turnover	3,38	3,91	4,35	-3,07	-2,56
Days Inventory	2,56	2,88	2,24	2,48	3,27
Days Receivables	25,85	19,53	14,25	14,48	19,30
Days Payables	107,87	93,25	83,85	-119,07	-142,50
Cash Conversion cycle	-79,45	-70,84	-67,36	136,03	165,08
Leverage/Solvency					
Debt/Asset	0,23	0,19	0,15	0,06	0,16
Debt/Equity	0,39	0,30	0,20	0,07	0,24
Liability/Equity	0,69	0,57	0,37	0,22	0,46
Interest Coverage	-21,13	-67,86	-13,84	-5,07	-5,50
Liquity					
Current ratio	1,50	1,88	1,50	1,08	0,56
Quick Ratio	1,49	1,85	1,47	1,06	0,55
Cash ratio	1,11	1,43	1,06	0,70	0,20

Appendix 11: WACC evolution over time

Year	Beta	Cost of equity	Pre-tax cost of debt	Tax rate	After tax cod	Cost of capital
1	2.04	11.75%	7.39%	0.00%	7.39%	10.53%
2	2.04	11.75%	7.39%	0.00%	7.39%	10.53%
3	2.04	11.75%	7.39%	0.00%	7.39%	10.53%
4	2.04	11.75%	7.39%	0.00%	7.39%	10.53%
5	2.04	11.75%	7.39%	0.00%	7.39%	10.53%
6	1.96	11.39%	6.68%	0.00%	6.68%	10.10%
7	1.88	11.02%	5.87%	0.00%	5.87%	9.65%
8	1.8	10.65%	5.17%	0.00%	5.17%	9.24%
9	1.72	10.28%	4.46%	0.00%	4.46%	8.84%
10	1.66	10.01%	3.95%	0.00%	3.95%	8.54%
11	1.6	9.73%	3.84%	0.00%	3.84%	8.34%
12	1.6	9.73%	3.62%	0.00%	3.62%	8.28%
13	1.6	9.73%	3.62%	0.00%	3.62%	8.28%
14	1.6	9.73%	3.62%	5.48%	3.42%	8.24%
15	1.6	9.73%	3.62%	25.80%	2.69%	8.06%

Appendix 12: FCFF evolution over time

FCFF	2038E	2037E	2036E	2035E	2034E	2033E	2032E	2031E	2030E	2029E	2028E	2027E	2026E	2025E	2024E
€ millions															
Revenue	13,369	13,059	12,757	12,462	12,174	11,819	11,310	10,670	9,925	9,190	8,393	7,561	6,812	6,137	5,529
Operating Expenses	-11,765	-11,492	-11,226	-10,967	-10,713	-10,519	-10,202	-9,763	-9,231	-8,731	-8,141	-7,486	-7,152	-6,751	-6,524
EBIT	**1,604.26**	**1,567.14**	**1,530.87**	**1,495.44**	**1,460.83**	**1,300.10**	**1,108.39**	**906.94**	**694.78**	**459.51**	**251.79**	**75.61**	**(340.59)**	**(613.68)**	**(995.16)**
EBIT Margin (%)	12.00%	12.00%	12.00%	12.00%	12.00%	11.00%	9.80%	8.50%	7%	5.00%	3.00%	1.00%	-5%	-10%	-18%
Accumulated losses	-	333	-1,234	-2,765	-4,260	-5,721	-7,021	-8,130	-9,037	-9,732	-10,191	-10,443	-10,518	-10,178	-9,564
taxes paid	414	86		-	-	-	-	-	-	-	-	-	-	-	-
tax rate	25.80%	5.48%	0.00%												
EBIT(1-tc)	1,190	1,481	1,531	1,495	1,461	1,300	1,108	907	695	460	252	76	-341	-614	-995
FCFF	**1,025.00**	**1,275.4**	**1,318.2**	**1,287.7**	**1,066.87**	**734.59**	**397.06**	**79.82**	**(122.13)**	**(426.41)**	**(672.36)**	**(756.95)**	**(1,090.65)**	**(1,289.41)**	**(1,397.04)**
Nominal Value	18,903.69	1,275.47	1,318.21	1,287.70	1,066.87	734.59	397.06	79.82	(122.13)	(426.41)	(672.36)	(756.95)	(1,090.65)	(1,289.41)	(1,397.04)
Present value	6,384.18	455.84	507.28	536.58	479.09	351.43	201.68	42.99	(70.25)	(263.54)	(450.50)	(560.59)	(892.76)	(1,166.59)	(1,397.04)

Appendix 13: Peer Group

Company name	Ticker	Location	Currency	Market cap	2023 Revenue
DoorDash	DASH	🇺🇸	USD	72,690B	5,167B
Deliveroo	ROO	🇬🇧	GBP	2,15B	8,635B
Delivery Hero	DHER	🇩🇪	EUR	8,42B	9,942B
HelloFresh	HFG	🇩🇪	EUR	2,21B	7,596B
Zomato	ZOMATO	🇮🇳	INR	2,21T	70,079B

Appendix 14 : Bibliography

Ahuja, K., Chandra, V., Lord, V., & Peens, C. (2021, September 22). *Ordering in: The rapid evolution of food delivery*. McKinsey & Company. https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/ordering-in-the-rapid-evolution-of-food-delivery

Damodoran, A. (2025). *Historical (compounded annual) growth rates by sector.* https://pages.stern.nyu.edu/~adamodar/New_Home_Page/datacurrent.html

Jain, A. (2024, October 9). *Just eat business model - how it works and earns money*. https://oyelabs.com/just-eat-business-model/

Just Eat Takeaway. (2024). *Annual Report 2023.*

Kevin. (2024, March 11). *FOOD, MARKET TRENDS : Food Industry News: DIGITALFOODLAB: 6 MEGATRENDS WILL DEFINE THE FUTURE OF FOOD*. Food Industry News. https://newsroom.sialparis.com/topics/market-trends/digitalfood/

Oztekin, M. (2023, October 16). Enhancing user experience through innovation. https://www.justeattakeaway.com/newsroom/en-WW/230968-enhancing-user-experience-through-innovation

Statista. (2025). *Online food delivery - Worldwide | Statista market forecast*. https://www.statista.com/outlook/emo/online-food-delivery/worldwide